




## **National Environmental Satellite, Data, and Information Service (NESDIS)**

# **Diversity and Inclusion (D&I) Action Plan**

**FY 2018 – FY 2021**

  
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# Message from Dr. Stephen M. Volz Assistant Administrator for NESDIS



“Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.”

-President Obama, Executive Order 13583

The NOAA Satellite and Information Service (NESDIS) mission is to provide timely access to global environmental data from satellites and other sources to promote, protect, and enhance the Nation's economy, security, environment, and quality of life. This mission compels us to seek out the best and brightest individuals from all sources, with diverse experiences, backgrounds, and skills to meet the challenges and opportunities inherent in our work.

My highest priority is to guide our organization and its people to meet our goals within a fair, inclusive, and respectful environment. With the cooperation of every NESDIS employee, I know we can succeed in meeting our goals and in continually building an environment where all persons feel valued and empowered.

Together we have taken the first steps leading to this reality; however, we must continue the work to promote awareness of diversity in all aspects of our workplace environment and continue our quest to become an employer of choice.

Following this plan will help us ensure the reliability, robustness and richness of our user-based services as we move forward and allow us to develop an engaged and vibrant workforce.

A handwritten signature in black ink that reads "Stephen Volz".

Dr. Stephen M. Volz  
Assistant Administrator, NESDIS

## The Value of Diversity and Inclusion for NESDIS

NESDIS is committed to providing equal opportunity to all applicants and all current employees. It is committed to fostering and supporting a diverse workforce where all employees feel included, connected, and engaged in the mission.

NESDIS defines diversity broadly as the full range of human existence including, but not limited to, the legally protected categories, national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

NESDIS' success relies on the success of each individual employee. Today's workforce is the most diverse it has ever been. The Nation's best and brightest represent an endless variety of cultural, geographical, and educational backgrounds, not to mention life experiences and perspectives. To truly maximize our diversity, we must understand that the best employees come from all different backgrounds and hold divergent viewpoints, and that workforce diversity, when fully utilized, leads to inclusion and engagement of more ideas and individual viewpoints. This leads in turn to more creativity and innovation from employees.

NESDIS needs strong leadership that will help these employees design creative and innovative technical solutions. In order to attract, fully utilize, and retain the best talent, NESDIS must be viewed as an employer of choice for a diverse workforce.

## Federal Priorities

On August 18, 2011, President Obama issued Executive Order (EO) 13583, establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce. The EO directs executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion, and to continue to identify and adopt best practices to promote diversity and remove barriers to equal employment opportunity, as consistent with merit system principles and applicable law.

Prior EOs have taken a number of steps to address the leadership role and obligations of the Federal Government as an employer to pursue the goal of using the talents of all segments of society, including but not limited to: EO 13562, Recruiting and Hiring Students and Recent Graduates; EO 13548, Increasing Federal Employment of Individuals with Disabilities; EO 13518, Employment of Veterans in the Federal Government; and EO 13171, Hispanic Employment in the Federal Government.

The Department of Commerce (DOC), National Oceanic Atmospheric Administration (NOAA), and NESDIS support diversity and inclusion throughout the workforce through student internship programs, career development and leadership programs, the Presidential Management Fellows program, and specific policies and plans such as its Veterans' Recruitment and Employment Operational Plan; Recruiting, Hiring, and Retaining People with Disabilities; and Federal Equal Opportunity Recruitment Program Plan.



## Diversity and Inclusion NESDIS Action Plan

NESDIS's Diversity and Inclusion (D&I) Action Plan is a central component of the NESDIS Strategic Plan. NESDIS' acknowledgement of the critical role of the workforce and the work environment is evident in the commitment defined in the strategic plan, entitled People. The People priority is the centerpiece of NESDIS efforts to build and sustain a diverse workforce and respectful work environment.

Embedded within the goal is commitment to the idea that the success of the organization is aligned with creating a healthy, engaged, and productive culture. This priority emphasizes the fundamental need to build a workforce that draws upon the diversity for making NESDIS a community that allows and encourages everyone to bring the most creative and innovative ideas to bear on promoting the success of the NESDIS mission. This extends to providing a work environment that is healthy and balanced in order to foster a culture that provides every employee the opportunity to fully participate and contribute to the NESDIS mission.

The NESDIS D&I Action Plan is a blueprint for fully leveraging our diversity and inclusion efforts for the next three years. It provides innovative guidelines and strategies consciously designed to enhance the inclusiveness of our work environments and further broaden the reach of our education, recruitment and partnership efforts. These efforts will help NESDIS expand our workforce talents and skills and fully develop opportunities to support the success of our employees. In support of the efforts toward implementing the tactics and tasks and the use of the tools available for improving diversity and inclusion, and to provide a method for highlighting the work being realized, a process will be proposed to compile the NESDIS successes.

The plan also embraces the three central goals defined by NOAA as critical to the successful growth of diversity and inclusion: workforce diversity, workforce inclusion, and sustainability. These goals serve as the foundation for the D&I Action Plan. The D&I Action Plan's tactics and tasks are outlined in the tables that follow.

The support and participation of everyone at NESDIS, including executive leadership, managers, supervisors and our employees, is critical for successful execution of this plan. Responsibility for achieving NESDIS' diversity and inclusion goals resides with all of us. Leaders and managers throughout the organization have a personal responsibility to embrace and live the tenants of our organization's D&I goals, to model for everyone.

NESDIS will strive to build and sustain a diverse workforce and inclusive work environment that will enhance organizational effectiveness, build a framework to meet future challenges, and support the implementation of this plan that encourages everyone to engage and contribute, and sustain an organization that thrives with the contributions and involvement of all.

## Tactics, Tasks and Responsibilities

### Goal One: Workplace Diversity Recruit a Diverse, Highly Capable Workforce

Progress to be evaluate at Quarterly Program Reviews.

**Objective 1.1** Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance the mission

**Tactic 1.1.1** Implement targeted recruitment strategies and outreach activities to reach diverse and under-represented populations to include women, minorities, and persons with disabilities. (See Appendix C)

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Hiring Managers utilize various recruitment methods for diverse and under-represented categories.  Examples: Workforce Recruitment Program (WRP), Pathways and Schedule A (see Appendix C)	Hiring Managers	Recruitment and outreach activities are identified that specifically target under-represented populations.	Number of target recruitment and outreach activities increase as well as the number of recruits, applicants, and hires in underrepresented groups.
Review and analyze recruitment results for diverse and underrepresented categories using Management Directive (MD-715)	CFO/CAO- EEO & Diversity Program Manager (EDPM)		
Assist offices with their outreach and hiring efforts	CFO/CAO- EDPM, Mission Support Branch (MSB)		
Review and report outreach efforts supporting recruitment	CFO/CAO-EDPM		

**Tactic 1.1.2** Analyze applicant flow and promotion data to identify and eliminate barriers in recruitment and selection practices.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Review and analyze recruitment and hiring data from National Finance Center (NFC) and other sources to report hiring and promotion trends	CFO/CAO - EDPM	Barriers to hiring and promotions are identified and strategies to eliminate are implemented.	Barriers are analyzed and identified.  Strategies implemented to increase hiring and  Promotions of underrepresented groups.
Review and analyze recruitment results for diverse and under-represented categories using Management Directive (MD- 715)	CFO/CAO – EDPM		

**Objective 1.2** Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates

**Tactic 1.2.1** Modify selection and assessment practices and processes to minimize barriers and augment NESDIS's focus on diversity and inclusion. (See Appendix G)

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Implement NOAA changes to selection assessment and processes  Policy created and implemented to support the selection and assessment process	<b>CFO/CAO—EDPM, MSB</b>  Hiring Managers  Leadership	Policy is put in place requiring diverse hiring panels.  Managers complete training on implicit interview bias.	Diversity of new hires compares favorably to the relevant civilian labor force (CLF). Non- selection EEO cases are reduced by 50%.  Number of managers and supervisors completion of unconscious bias training for hiring.

**Tactic 1.2.2** Educate hiring managers, selection officials, administrative staff about special hiring authorities and programs that support the selection and hiring of a more diverse workforce of women and minorities

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Identify resources for hiring managers on programs supporting efforts for a more diverse workforce	CFO/CAO—EDPM, MSB  Hiring Managers and Leadership	Hiring managers/selection official and administrative staff are more aware of available options to hire diverse candidates into the workforce	An increase in hiring candidates from underrepresented groups.  Number of recruitments from special hiring authorities/ programs increase.

**Objective 1.3** Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities

**Tactic 1.3.1** Use internal resources and external outreach networks to find and recruit qualified individuals with disabilities (IWD and targeted disabilities (IWTDD) for internships and employment. (See Appendix C)

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Hiring managers utilize various recruitment methods (Job Accommodation Network, Workforce Recruitment Program) for people with disabilities (see Appendix C)	Hiring Managers	Systematic processes in place that help retain and increase the number of IWD, and IWTDD	Increase in the number of recruitment efforts utilized toward persons with disabilities.

**Tactic: 1.3.2** Build an accessible and adaptable workforce that fully accommodates employees with disabilities.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Build an accessible and adaptable workforce that fully accommodates employees with disabilities	CFO/CAO—EDPM, MSB  Hiring Managers	In compliance with standards in Section 501, 504, and 508 of 1973 Rehabilitation Act and 1968 Architectural Barriers Act  Managers and employees aware of their responsibilities to maintain an accessible and adaptable workplace inclusive of employees with disabilities	Advances toward reaching the 2% goal for targeted disability recruitment



## Goal Two: Work place Inclusion

### Build a Work Environment that Promotes Inclusion

Progress to be evaluated at Quarterly Program Review.

**Objective 2.1** Strengthen employee engagements to cultivate an inclusive culture.

**Tactic 2.1.1** Develop and implement employee engagement strategies through collaboration among the NESDIS leadership, D&I Council and Affinity Groups. Yearly event calendar is published for engagement opportunities.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Create yearly event calendar identifying engagement opportunities supporting inclusion  Small Steps: produce and promote engagement  Better Meetings: encourage participation; promote briefings by new and upcoming employees.  Create Opportunities: cross cutting work teams with junior or non-traditional membership	CFO/CAO—EDPM,  Leadership at all levels	Strategies identified to support goals. Leadership supports an increased awareness of affinity groups and their efforts.	Increase in FEVS engagement index. Increase membership in Affinity Groups.
Work with and support various groups (EAC, Leadership, and Diversity Council) to implement engagement events	CFO/CAO—EDPM,		

**Tactic 2.1.2** Support participation in employee resource/ affinity groups.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Participate and support NOAA affinity groups	CFO/CAO—EDPM, Leadership D&I Council	Leadership supports an increased awareness of affinity groups.  Support participation in Employee Resource Groups (ERG's)	Increase in membership in Affinity groups.  Increased participation to Special Emphasis Programs and employee engagement.

**Tactic 2.1.3** Promote the use of special observances and special emphasis programs to highlight the importance of diversity and cultivate cultural awareness.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
<p>In conjunction with NOAA Civil Rights Office, identify opportunities to learn from attending programs supporting diversity and inclusion.</p> <p>NESDIS will host two events each year.</p> <p>See Appendix E for program examples</p>	<p>CFO/CAO—EDPM, Leadership</p> <p>D&amp;I Council</p>	<p>Employees attend and support special observances and special emphasis programs.</p> <p>Reinforce importance of diversity and cultural awareness at each special observance and special emphasis program.</p>	<p>Increase in employee participation at observances and special emphasis.</p> <p>Increase in attendance overall at the programs</p>

**Tactic 2.1.4** Formally recognize efforts to increase diversity and inclusion.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
<p>Develop communications highlighting D&amp;I initiatives.</p> <p>Recognition as part of NESDIS Award Program</p>	<p>CFO/CAO – EDPM</p> <p>Leadership</p> <p>D&amp;I Council</p>	<p>Leadership highlights D&amp;I efforts and promotes best practices where observed.</p>	<p>Increase in leadership and employee support and engagement for D&amp;I initiatives.</p>

**Tactic 2.1.5** Increase participation in work/life balance programs.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
<p>Identify programs and opportunities supporting work/life balance (telework, wellness programs, etc.)</p>	<p>CFO/CAO – EDPM</p> <p>Leadership</p> <p>D&amp;I Council</p>	<p>Market and publicize to all employees the programs available to enhance work/life balance.</p> <p>Leadership to model the behaviors.</p>	<p>Increase in FEVS score, increase employee morale, increase employee engagement at all levels.</p> <p>Report accomplishments by office.</p>

## Objective 2.2 Build a work environment that maximizes individual and collective potential and productivity

### Tactic 2.2.1 Administer robust employee orientation and onboarding program for new employees and leaders.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Create cross functional team to create, propose and implement NESDIS Onboarding Workforce (NOW) (include more than once, track several times during first year).	CFO/CAO—Workforce Engagement Branch (WEB) Leadership	NESDIS Onboarding program is developed and implemented to increase awareness of the mission	Employees understand the overall mission and gain institutional knowledge. Employee feedback for improvement.
Participate in NOAA wide onboarding development.	CFO/CAO – WEB Leadership at all levels.		Retention rates.

### Tactic 2.2.2 Enhance professional mentoring programs for employees at all levels.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Mentoring program established and implemented	CFO/CAO— WEB Leadership	Mentoring program is in place for mentees to develop skill, career strategy and capability	Increase in employee morale based on FEVS.
Support NOAA efforts to establish agency mentoring program	CFO/CAO—WEB		Increase in minority populations participating in the program.

**Objective 2.3** Ensure all employees have equal access to career development opportunities.

**Tactic 2.3.1** Develop NESDIS leadership development roadmap.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Establish Action Plan	CFO/CAO, WEB	Leadership roadmap in place for employee development.	Leadership Roadmap developed, to include competencies and learning objectives/training.
Develop NESDIS Leadership Roadmap	Leadership		

**Tactic 2.3.2** Implement strategies that provide unbiased access to developmental opportunities across all levels of the organization.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Provide unconscious bias training for managers and supervisors.	CFO/CAO—EDPM, WEB	Managers and supervisors receive unconscious bias training.	Increased number of underrepresented groups in leadership development programs.
Establish and implement developmental opportunity process	CFO/CAO—WEB		

**Objective 2.4** Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top priority

**Tactic 2.4.1** Proactively communicate the importance of diversity and inclusion to promote joint ownership and engagement across the workforce.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Create and publish communications that support Special Emphasis or Inclusion topics	CFO/CAO—EDPM, WEB D&I Council	D&I incorporated in functions, messaging regarding support and endorsement for D&I consistently shared.	Increased employee engagement for D&I in FEVS scores.  Quarterly and annual communication engagement, diversity & inclusion.

**Tactic 2.4.2** Provide regular updates to the workforce on NESDIS's progress towards Diversity & Inclusion Plan goals.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Provide NESDIS dashboard with metric on diversity and inclusion information and progress towards D&I plan goals.	CFO/CAO—EDPM D&I Council	Workforce is more aware of D&I initiatives NESDIS engaged in.	Increased employee engagement for D&I in FEVS scores.  Quarterly and annual communication engagement, diversity & inclusion.

### Goal 3: Sustainability

#### Build Sustained Leadership Commitment to a Diverse and Inclusive NESDIS through Accountability, Data, and Education

Progress to be evaluated at Quarterly Program Review.

**Objective 3.1** Expand leadership and accountability for managing diversity and inclusion across NESDIS.

**Tactic 3.1.1** Develop an assessment tool to recruit for senior executives who demonstrate support for diversity and inclusion in their previous assignments.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Implementation of assessment tool developed by WFMO and Sustainment Committee	Lead – WFMO, CFO/CAO—MSB, Leadership	Ensure SES candidates are asked about their support of D&I during interview process.  Ensure all SES and senior leadership interview panels and references include diversity.	Executives are on boarded who have measurable D&I achievements



### Tactic 3.1.2 Establish program office ownership for annual diversity and inclusion action planning.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
<p>NESDIS Diversity and Inclusion Action plan developed, and used to track and communicate support of NOAA efforts.</p> <p>Build a sustainable organizational culture committed to full inclusion and continuous improvement</p>	<p>CFO/CAO—EDPM</p> <p>Leadership</p>	<p>Leadership formally endorse NOAA D&amp;I Strategic Plan by providing biannual communication and messaging to all employees. Each LO will establish their own D&amp;I Action Plan supporting the goals and actions of the NOAA D&amp;I Strategic Plan.</p>	<p>Release of NESDIS D&amp;I action plan.</p> <p>Routine assessment of progress on D&amp;I milestones.</p>

### Tactic 3.1.3 Assess leaders' performance based on diversity and inclusion outcomes.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
<p>NESDIS Leadership D&amp;I plan support and performance. Quarterly reports on progress prepared.</p>	<p>CFO/CAO—EDPM</p> <p>Leadership</p>	<p>Element of D&amp;I included in Executive and Managers/ Supervisors performance plans. Report progress on their tactics/action plan Quarterly. Develop discrete performance metrics to Access progress on D&amp;I.</p>	<p>Release of NESDIS D&amp;I action plan.</p> <p>Routine assessment of progress on D&amp;I milestones.</p>
<p>Performance element developed and included in executive, manager and supervisor's performance plan</p>	<p>CFO/CAO- EDPM, MSB</p> <p>Leadership</p>		

**Objective 3.2** Implement tools and processes to assess progress toward diversity and inclusion goals and enable data-driven decision making

**Tactic 3.2.1** Develop automated tools to track employee diversity representation and civilian labor force goals and present to senior leadership.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Develop process and tools to track employee diversity and share with managers to use biannually.	CFO/CAO—EDM, WEB	NESDIS is able to track the diversity of its workforce and see if it compares favorably to the civilian labor force.	Track, assess and measure D&I initiatives

**Tactic 3.2.2** Assess and report on progress against incremental diversity and inclusion goals.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Provide biannual diversity representation against NOAA/ DOC targets and report and brief senior leadership	CFO/CAO—EDPM, WEB	Standards and guidelines are established for reporting the progress towards implementation of D&I goals	Routine assessment of progress on D&I goals.

**Objective 3.3** Implement succession planning and knowledge transfer/retention (KTR) processes to strengthen the workforce through increased retention of diverse employees

**Tactic 3.3.1** Develop succession planning and KTR tools that can be used universally across the organization.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Succession Planning process and KTR tools are provided	CFO/CAO— WEB Leadership	Leaders track progress with transparent process for employees to be prepared to advance to the next level. KTR campaign is initiated with the goal to establish a KTR process	Succession plan in place for each FMC.

**Tactic 3.3.2** Provide training for managers on succession planning and KTR processes.

Tasks	Responsibility	Performance Outcomes	Metrics to Measure
Develop training to support succession planning and KTR processes	CFO/CAO— WEB	Identify how D&I intertwine in succession planning techniques.  Succession plans developed. A KTR process that can be sustained throughout the agency is developed.	IDP reflects KTR Milestones.  Number of succession plans in place.

The Diversity & Inclusion Liaison role was created to affect a viable Diversity & Inclusion program within NESDIS. Employees are appointed to serve in this capacity based on their interest in the program and knowledge of the organization in addition to their desire to foster positive relationships within the organization. Roles and responsibilities for this position may include:

- Serve as an advocate for diversity and equal opportunity programs and policies within NESDIS
- Serve as a liaison between NESDIS EEO & Diversity Program Manager, office, management, and employees
- Provide assistance in developing and overseeing diversity and equal opportunity plans
- Attend D&I Council meetings
- Share information obtained from meetings with managers and employees
- Record and report EEO and Diversity activities, training, and events to the EEO & Diversity Program Manager
- Maintain contact with the NESDIS EEO & Diversity Program Manager for advice, assistance and training
- Serve as a contact for diversity and EEO information
- Make recommendations for the development and implementation of new program efforts
- Assist NESDIS EEO & Diversity Program Manager with the analysis of employment barriers under MD 715 requirements
- Assist managers and supervisors in developing appropriate initiatives to improve upon their diversity posture
- Provide leadership in the development and accomplishment of an effective special emphasis program
- Coordinate and participate with other offices
- Ensure that procedures for filing EEO complaints are posted throughout the organization as appropriate
- Ensure that policy letters on Diversity Management and EEO are posted on bulletin boards in liaison's area as appropriate

# Hiring Authorities and Hiring Sources/Sites

## Hiring Authorities

### Appointing Veterans:

- Veterans Recruitment Appointment (VRA)—A noncompetitive authority to appoint eligible veterans to positions at any grade through GS-11 (PBIII).
- 30# or More Disabled Veterans—A noncompetitive temporary appointment of more than 60 days or a term to any veteran with a disability rating of 30% or more.
- Veterans Employment Opportunities Act of 1998 (VEOA)—A noncompetitive service appointing authority that can only be used when filling permanent, competitive service positions.

### Pathways:

- Presidential Management Fellows (PMF) — Leadership development program for advanced degree candidates and holders (w/ in two years).
- Internships—Provides high school, college and trade school students with paid opportunities to work in agencies while completing their education.
- Recent Graduates—Provides recent graduates (w/in two years) developmental experiences to promote possible careers in civil service.

### Direct Hire Authority:

Information Management 2210 series including Information Security and Cyber- security (pay bands II-V)— Noncompetitive hiring authority that enables an agency to, with public notice, hire any qualified applicant when a critical hiring need or severe shortage of candidates exists.

### Schedule "A" Appointments:

Noncompetitive authority to hire persons with disabilities.

### Potential Hiring Sites

This list is an example of sites that are available for hiring managers to spread the word to help fill their critical vacancies.

- Monster ([www.monster.com](http://www.monster.com))
- Facebook ([www.facebook.com](http://www.facebook.com))
- LinkedIn ([www.linkedin.com](http://www.linkedin.com))
- American Geophysical Union (<https://findajob.agu.org/jobs>)
- American Meteorological Society (<https://careercenter.ametsoc.org>)
- The Chronicle of Higher Education (<https://www.chronicle.com>)
- ESIP Federation Newsletter (<http://www.esipfed.org>)
- Research Data Alliance (<https://www.rd-alliance.org>)
- NOAA LCDP Class Lists ([lcdp.noaa.gov](http://lcdp.noaa.gov))
- American Association of State Climatologists Listserv ([aasclist@googlegroups.com](mailto:aasclist@googlegroups.com))
- LocalJobBoard (<https://www.localjobboard.com>)
- Nexxt.com (<https://www.nexxt.com>)
- CareerBliss (<https://www.careerbliss.com>)
- ZipRecruiter (<https://www.ziprecruiter.com>)

Organizations for potential sources of candidates:

- Federal Agencies including NASA (and all flight centers), NOAA, DOD, NRO, NSF
- Government Contractors and Private Sector Companies: Boeing, Raytheon, Northrop Grumman, Ball Aerospace, BAE, General Dynamics, Lockheed Martin, Orbital, SGT, Honeywell Aerospace, Harris, SES Government Solutions, United Launch Alliance, Intelsat, Inmarsat, SpaceX, Planet, OneWeb, Atmospheric and Environmental Research (AER), Space Systems Loral, as well as other various companies.
- Associations, Societies & Boards that are tied to the aerospace, satellite and scientific research communities such as: the American Institute of Aeronautics and Astronautics, American Geophysical Union, Satellite Industry Association, American Astronomical Society, Aerospace Industries Association, Space and Satellite Professionals International, International Astronomical Union, National Institute of Aerospace.
- Defense Research Organizations such as: Naval Research Laboratory, Air Force Research Laboratory, Space and Naval Warfare Systems Command, Army Research Laboratory, Defense Advanced Research Projects Agency, Center for Naval Analyses, Institute for Defense Analyses, MITRE, RAND and The Aerospace Corporation.
- Other Research Organizations such as: Draper Labs, Battelle, National Center for Atmospheric Research/University Corporation for Atmospheric Research, Southwest Research Institute, Midwest Research Institute, National Ecological Observatory Network.
- Top-Tier Research Universities with academic programs in the physical sciences such as Johns Hopkins University Applied Physics Laboratory, Penn State University Applied Research Laboratory, California Institute of Technology Jet Propulsion Laboratory, UC- Berkeley, University of Maryland, University of Texas, and University of Utah Space Dynamics Laboratory.



# NESDIS Equal Employment Opportunity, Diversity and Inclusion, NO FEAR and Whistleblower Protection Policy Statement



UNITED STATES DEPARTMENT OF COMMERCE  
National Oceanic and Atmospheric Administration  
NATIONAL ENVIRONMENTAL SATELLITE, DATA,  
AND INFORMATION SERVICE

MEMORANDUM FOR: TO ALL NESDIS EMPLOYEES

FROM:

Stephen M. Volz, Ph.D.  
Assistant Administrator for  
Satellite and Information Services

SUBJECT:

Equal Employment Opportunity, Diversity and Inclusion, No  
FEAR and Whistleblower Protection Policy Statement

The mission of the NOAA National Environment Satellite, Data and Information Service (NESDIS) is to provide timely access to global environmental data from satellites and other sources to promise, protect, and enhance the Nation's economy, security, environment, and quality of life. To do this, NESDIS requires and manages the Nation's environment satellites; provides data and information services, and conducts related research. Accomplishing this mission would not be possible without the current and future NESDIS workforce. As we face challenges and opportunities in providing quality products and services and in conducting research on a national and global level, we must rely on the abundance of diverse experiences, viewpoints, and expertise of our current workforce. In looking toward the future, we will build on that strong foundation by developing, recognizing, and supporting a diverse workforce, particularly in recruiting and hiring, to ensure success in meeting our mission.

It is the policy of NESDIS that employees will have the opportunity to work, train, advance, and enjoy all employment benefits without regard to race, national origin, color, age, gender, religion, disability, or sexual orientation, and the workplace shall be free of harassment and retaliation. Harassment and discrimination in any form, including retaliation against an individual for filing a charge of discrimination, participation in a discrimination proceeding, or otherwise opposing discrimination or harassment, will not be tolerated. Employee, former employees or applicants for employment who feel that they are or have been victims of discrimination or harassment should contact the NESDIS Equal Employment Opportunity and Diversity Program Manager or the NOAA Civil Rights Office for assistance. If an individual wishes to file an EEO complaint, they can do so with the NOAA Civil Rights Office within 45 days of the alleged discriminatory act. The Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act) became effective on October 1, 2003. The Act imposes additional duties upon Federal agency employers intended to reinvigorate their longstanding obligation to provide a work environment free of discrimination and retaliation. Whistleblower Protection Policy is a United States federal law that protects federal whistleblowers who work for the government and report agency misconduct. A federal agency violates the Whistleblower Protection Act if agency authorities take (or threaten to take) retaliatory personnel action against any employee or applicant because of disclosure of information by that employee or applicant.



## Resources & Special Emphasis Programs

Office of Personnel Management (OPM) Diversity & Inclusion [www.opm.gov/diversityandinclusion](http://www.opm.gov/diversityandinclusion)

Reasonable Accommodations  
[www.opm.gov/disability/reasonableaccommodation.asp](http://www.opm.gov/disability/reasonableaccommodation.asp)

Equal Employment Opportunity (EEO) Laws [www.eeoc.gov/laws](http://www.eeoc.gov/laws)

Federal Agency Employment Strategies: A Framework for Disability Inclusion  
[www.dol.gov/odep/FAEStrategies.pdf](http://www.dol.gov/odep/FAEStrategies.pdf)

Job Accommodation Network (JAN): Employers' Practical Guide to Reasonable Accommodation under the American Disabilities Act (ADA) [www.askjan.org/erguide](http://www.askjan.org/erguide)

Searchable Online Accommodation Resource (SOAR) [www.askjan.org/soar](http://www.askjan.org/soar)

Department of Labor (DOL) Workplace Flexibility Toolkit [www.dol.gov/odep/workplaceflexibility](http://www.dol.gov/odep/workplaceflexibility)

Computer/Electronic Accommodation Program (CAP) [www.cap.mil](http://www.cap.mil)

American Indian Science and Engineering Society (AISES) [www.aises.org/scholarship/internships](http://www.aises.org/scholarship/internships)

Hispanic Association of Colleges and Universities (HACU) [www.hacu.net/hacu/partners.asp](http://www.hacu.net/hacu/partners.asp)

International Leadership Foundation (ILF) Civil Fellowship Program [www.ileader.org/pub.LIT\\_5.asp](http://www.ileader.org/pub.LIT_5.asp)

Special Emphasis Group Opportunities Federally Employed Women (FEW) [www.few.org/](http://www.few.org/)

African American Federal Executive Association (AAFEA)

[aafea.org](http://aafea.org) Disability Action Group (DAG) [Disabilityaction.org](http://Disabilityaction.org)

Hispanic Employment Initiatives (HEI)

Blacks in Government (BIG)

National Association for Equal Opportunity in Higher Education (NAFEO) [www.nafeo.org/](http://www.nafeo.org/) community

Oak Ridge Institute for Science and Education (ORISE) [www.arise.orau.gov/science-education/](http://www.arise.orau.gov/science-education/) internships-scholarships- fellowships

The Washington Center (TWC) [www.twc.edu/partnership/federal](http://www.twc.edu/partnership/federal)

Washington Internship for Native Students (WINS) [www.american.edu/spexs/wins](http://www.american.edu/spexs/wins)

Recruitment for Veterans  
[www.wfm.noaa.gov/veterans\\_recruitment.html](http://www.wfm.noaa.gov/veterans_recruitment.html)

NOAA Work Life for You  
[www.wfm.noaa.gov/workplace/worklife\\_resource\\_center.html](http://www.wfm.noaa.gov/workplace/worklife_resource_center.html)

Telework  
[www.secure.wfm.noaa.gov/noaa\\_only/policy/2015\\_NOAATeleworkImplementationPlan.pdf](http://www.secure.wfm.noaa.gov/noaa_only/policy/2015_NOAATeleworkImplementationPlan.pdf)

Disability Employment-Office of Personnel Management [www.opm.gov/policy-data-oversight/disability-employment/hiring/](http://www.opm.gov/policy-data-oversight/disability-employment/hiring/)

Ernest S. Hollings Scholarship Program  
[www.oesd.noaa.gov/scholarship/hollings.html#page-program](http://www.oesd.noaa.gov/scholarship/hollings.html#page-program)

NSF Graduate Research Internship Program  
[www.nsf.gov/funding/pgm\\_summ.jsp?pims\\_id-505127](http://www.nsf.gov/funding/pgm_summ.jsp?pims_id-505127)

Dr. Nancy Foster Scholarship Program  
[www.fosterscholars.noaa.gov/](http://www.fosterscholars.noaa.gov/)

## Glossary of Acronyms

CAO—Chief Administration Officer  
 CFO—Chief Finance Officer  
 CFR—Code of Federal Regulations  
 CFL— Civilian Labor Force  
 D&I—Diversity and Inclusion  
 DIMAC—Diversity Management  
 Council  
 DOC— Department of Commerce  
 EAC—Employee Action Council  
 EEO—Equal Employment  
 Opportunity  
 EEOC—Equal Employment Opportunity  
 Commission  
 ERG—Employee Resource  
 Group  
 FEVS—Federal Employee  
 Viewpoint Survey  
 FEW—Federal  
 Employed Women  
 FY—Fiscal Year  
 IWD—Individuals with Disabilities  
 KTR—Knowledge Transfer Retention  
 LDP—Leadership Development  
 Program  
 NOW—NESDIS Onboarding Workforce  
 OPM—Office of Personnel Management  
 PAP—Performance Appraisal Plan  
 RAC—Reasonable Accommodations  
 Coordinator  
 RCLF—Relevant Civilian Labor Force  
 SES—Senior Executive Service  
 SHCP—Strategic Human Capital  
 Plan  
 WFMO—Workforce Management  
 Office  
 WTD—Individuals with Targeted  
 Disabilities  
 FG—Focus Groups  
 SME's—Subject Matter Experts


## NESDIS Procedures for Interview Panels and Selection of Pay Band V and Supervisory and Team Lead Pay Band IV Positions



UNITED STATES DEPARTMENT OF COMMERCE  
National Oceanic and Atmospheric Administration  
NATIONAL ENVIRONMENTAL SATELLITE, DATA,  
AND INFORMATION SERVICE

JAN 23 2018

MEMORANDUM FOR: All NESDIS Office Directors and Hiring Officials

FROM: Mark S. Paese   
Deputy Assistant Administrator for  
Satellite and Information Services

SUBJECT: NESDIS Procedures for Interview Panels and the Selection of Pay Band V and Supervisory and Team Lead Pay Band IV Positions

NESDIS Guidelines for Pay Band V Selections and Guidance for Team Lead and Supervisory Selections (excluding Pay Band V), dated February 4, 2013 is rescinded. The revised NESDIS Procedures for Interview Panels and the Selection of all Pay Band V and Supervisory and Team Lead Pay Band IV positions is provided and should be followed effective immediately.

The responsibilities of Hiring Officials for Review Panels, Interview Panels, and Selections of Pay Band V and Supervisory and Team Pay Band IV positions are described. In addition, it is recommended that the Supervisory and Team Lead Pay Band IV positions guidelines be used for all Pay Band IV positions and considered for Pay Band III positions.

The purpose for revising the guidance is to provide consistency throughout the hiring process and support NOAA's Diversity and Inclusion Implementation Plan and our NESDIS Strategic Plan.

Enclosure: NESDIS Procedures for Interview Panels and the Selection of Pay Band V and Supervisory and Team Lead Pay Band IV Positions

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## Goal

Our workforce is critical to meeting the challenges of the future and we must continue to strengthen, support and diversify our team in order to ensure a workforce that consistently performs at a high level of excellence in support of our mission. We will seek to promote the use of interview/evaluation panels that are diverse to improve the quality of our hiring decisions and to recruit a workforce that is more reflective of the changing population and directly support our Strategic Plan and NOAA's Diversity and Inclusion Strategic Plan.

Hiring selections are among the most important decision that an organization makes. The composition of interview/evaluation panels used to make these decisions is therefore an important component for our workforce model.

As NESDIS works toward the goal of recruiting a diverse workforce, it is important that we are more strategic in our hiring efforts. Our expectation is to provide a forum where qualities attributable to cultural differences can be better understood and aid the panel in determining the overall quality of an applicant for the position.

## Guidelines for all Pay Band V (GS-15) Positions

The Hiring Official has responsibilities in the following phases:

### Review Panel—Optional, if yes, then:

- Establishes rating criteria pertinent to the position
- Identifies members of the Review Panel that are the same pay band or higher

- Schedules the Review Panel, provides copies of rating criteria/score sheets and applications to all panel members
- Ensures Review Panel members review applications, complete score sheets, and provide a list of recommended applicants to be interviewed to the Hiring Official.

### Interview Panel—Mandatory

- Develops interview questions and ensures that the questions are used in all interviews
- Follow on questions are allowed during each interview
- Participates as a member of the interview panel
- Assembles an Interview Panel that meet the following requirements:
- Panel members are at least the same grade or pay band and one member is an SES;
- Panel shall consist of one member from outside of NESDIS;
- Panel shall consist of at least one subject matter expert.
- The membership of the panel shall, to the maximum extent possible:
- Consist of members of different gender;
- The diversity of the workforce shall be considered in selecting panel members. Efforts shall be made to include panel members who represent the diversity of the Civilian Labor Force;
- Panel members have diverse work experience and occupational series.
- Schedules the interviews with recommended applicants ensuring that all members of the Interview Panel can participate in all interviews.





- Provides copies of the applications/interview questions/evaluation forms to all Interview Panel members.
- Captures the discussion with the Interview Panel at the conclusion of the interview process.
- Retains documentation that supports and justifies the selection of the candidate for three years or until the selectee or the Hiring Official leaves the organization, whichever comes first.
- Documentation that supports and justifies the selection of the candidate include the evaluation forms used during the interview. If no evaluation forms are used, the Interview Panel members should provide the Hiring Official a short write-up via email on why the selectee was qualified and chosen for the position.

#### Selection Process

- Performs and documents reference checks on the proposed selected candidate and retain documentation
- Reference checks are required unless members of the Interview Panel have direct knowledge of the candidates work history
- Identifies the candidate to be hired
- Collaborates with Pay Pool Manager on the proposed selection and salary recommendation
- Submits a memo to the Deputy Assistant Administrator through the Program Office Director for approval (copying the NESDIS Office of CAO) including the following information (See Appendix A for sample memorandum):
- Subject Line states: Selection and Salary Recommendation for (NAME) (Position Title, Career Path-Series-Grade)
- How the position was advertised (DE, MAP, both or other)

#### Number of candidates applied, referred and interviewed

- A description of the recruitment strategy taken to maximize the number of diverse, highly qualified candidates
- Name of the Hiring Official
- A list of the members on the Interview Panel
- The current and proposed salary with percent increase
- Submits the certificate noting the selection and the approved memo from the DAA to the WFMO Human Resources Specialist.

### **Guidelines for Supervisory and Team Lead Pay Band IV (GS-13/14) Positions**

#### The Hiring Official has responsibilities in the following phases:

#### Review Panel—Optional, if yes, then:

- Establishes rating criteria pertinent to the position
- Identifies members of the Review Panel that are the same pay band or higher
- Schedules the Review Panel, provides copies of rating criteria/score sheets and applications to all panel members
- Ensures Review Panel members review applications, complete score sheets, and provide a list of recommended applicants to be interviewed to the Hiring Manager

- Interview Panel—Mandatory
- Develops interview questions and ensures that the questions are used in all interviews
- Follow on questions are allowed during each interview
- Participates as a member of the interview panel
- Assembles an Interview Panel that meet the following requirements:
  - Panel members are at least the same grade or pay band;
  - Panel should consist of at least one subject matter expert.
  - The membership of the panel shall, to the maximum extent possible:
  - Panel should consist of members of different gender;
    - The diversity of the workforce shall be considered in selecting panel members. Efforts shall be made to include panel members who represent the diversity of the Civilian Labor Force;
  - Panel members have diverse work experience and occupational series.
- Schedules the interviews with recommended applicants ensuring that all members of the Interview Panel can participate in all interviews.
- Provides copies of the applications/interview questions/evaluation forms to all Interview Panel members.
- Captures the discussion with the Interview Panel at the conclusion of the interview process.
- Retains documentation that supports and justifies the selection of the candidate for three years or until the selectee or the Hiring Official leaves the organization, whichever comes first.
- Documentation that supports and justifies the selection of the candidate include the evaluation forms used during the interview. If no evaluation forms are used, the Interview Panel members should provide the Hiring Official a short write-up via email on why the selectee was qualified and chosen for the position.
- Diversity Inclusion Management Advisory Council Selection Process
  - Performs and documents reference checks on the proposed selected candidate
  - Reference checks are required unless members of the Interview Panel have direct knowledge of the candidates work history
  - Identifies the candidate to be hired
  - Collaborates with Pay Pool Manager on the selection and salary
  - Submits the certificate noting the selection to the WFMO Human Resources Specialist

## Guidelines for all Positions

If the Hiring Official intends to offer a selectee of any Pay Band a salary increase of higher than 6%, the Hiring Official shall submit a memo to the Deputy Assistant Administrator through the Program Office Director for approval (Follow the memo format provided for Pay Band V selections).

It is recommended that the Supervisory and Team Lead Positions Pay Band IV guidelines be used for all Interview Panels and Selection of Pay Band IV positions and considered for Pay Band III positions.

### Resources for Acquiring Diverse Panel Members:

The hiring manager can reach out to the NOAA Civil Rights and Diversity and Inclusion Office.



**UNITED STATES DEPARTMENT OF COMMERCE**  
**National Oceanic and Atmospheric Administration**  
**NATIONAL ENVIRONMENTAL SATELLITE, DATA,**  
**AND INFORMATION SERVICE**

Date \_\_\_\_\_

**MEMORANDUM FOR:** Mark S. Paese  
Deputy Assistant Administrator for  
Satellite and Information Services

**THROUGH:** Office Director's Name  
Title

**FROM:** Hiring Official's Name  
Title

**SUBJECT:** Selection and Salary Recommendation for Jane Doe, (Position Title,  
Career Path-Series-Grade)

(Office Name) has completed the process to select a candidate to fill the (Position Title, Career Path-Series-Grade) position. The vacancy was advertised under USAJOBS and open to MAP candidates. The vacancy was open from June 14 – June 27, 2017.

Fourteen (14) MAP candidates were referred by the NOAA Workforce Management Office for consideration. Four (4) candidates were selected to be interviewed by a panel of five (5) on August 10 and 11, 2016. The interview panel consisted (List names of panel members), and myself as the Hiring Official.

I am proposing to select Jane Doe for the Position Title. Jane is highly qualified to assume this position. We wish to select her based on her strong technical knowledge and experience, superior personnel and project leadership competency, and excellent communications and conflict management skills. This would be a lateral career change for Jane. In her capacity, Ms. Doe is an Information Technology Specialist at the Department of Treasury, where she is well respected as a key leader and subject matter expert.

I am recommending a salary of \$XX,XXX which represents a 5% salary increase over her \$XX,XXXX current salary. This recommended salary increase will place her at her max salary cap.

Your concurrence of the selection is requested below. If you have any questions, please contact me at (XXX) XXX-XXXX.

Approve	Date	Disapprove	Date	Let's Discuss	Date
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cc: Mission Support Branch Chief

